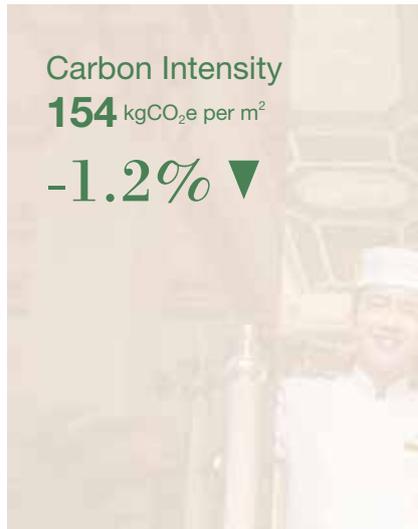


NON-FINANCIAL HIGHLIGHTS



Energy Intensity
1,325 MJ per m²
-0.1% ▼



Carbon Intensity
154 kgCO₂e per m²
-1.2% ▼



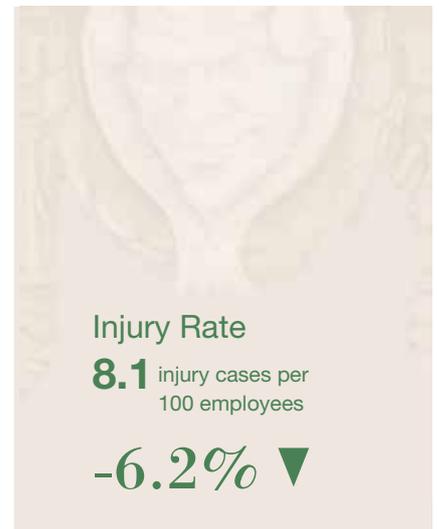
Water Intensity
 (Hotels Division)
1,075 litres per guest night
-2.3% ▼



Water Intensity
 (Commercial Properties Division)
1,131 litres per m²
-7.8% ▼



Waste Diverted
50.8%
+3.3pp ▲



Injury Rate
8.1 injury cases per 100 employees
-6.2% ▼



Lost Day Rate
58.7 lost days per 100 employees**
+23.7% ▲



Total Staff Turnover
 (voluntary)
18.5%
+1.1pp ▲



Total Service Hours
 (since 2013)
90,883 hours

* Percentage change refers to year-on-year movement and green text indicates improvement. More details can be read in the sustainability data statements on page 254 or the online 2018 Corporate Responsibility and Sustainability Report.

** For easier reference, this means 0.587 lost days per employee in a year; lost day rate increased due to several long-term injury cases carried over from 2017 and prolonged injury cases of staff in 2018.